

Public Amenities & Betterment Background

Public Amenities & Betterment involve aspects of Memphis & Shelby County that create, maintain and cultivate community enrichment and enhancement; examples include parks, film & television, music, history, sports, and the upkeep of neighborhoods among other things.

We must look at the public amenities and betterment services in Memphis and Shelby County and decide what aspects of their Governing Bodies could be changed under a new metropolitan government, if at all. We are not delving into the intricacies of the services being provided such as the elimination of jobs, transfer of services, elimination of departments, etc. This is all left up to the government personnel under the new metro government. We are looking at the three branches of government (legislative, executive, judicial) whether it is city or county and trying to use consolidation to make government more efficient. Remember the charter is the constitutional law, and in conjunction with the right personnel and vision can hopefully create a better, more effective Shelby County. Most of the questions from the outside world are questions for the government personnel under the new metro government and not for us.

If you have read through the county charter you would have noticed that there is no mention of any of the services under public amenities and betterment specifically; no mention of libraries, parks, convention centers, tourism, etc. The language of the charter leaves the governing authority to the legislative branch which means the county commissioners handle all of these matters. Over the years the county commission has created a variety of boards/commissions to help facilitate the flow through process for getting things approved.

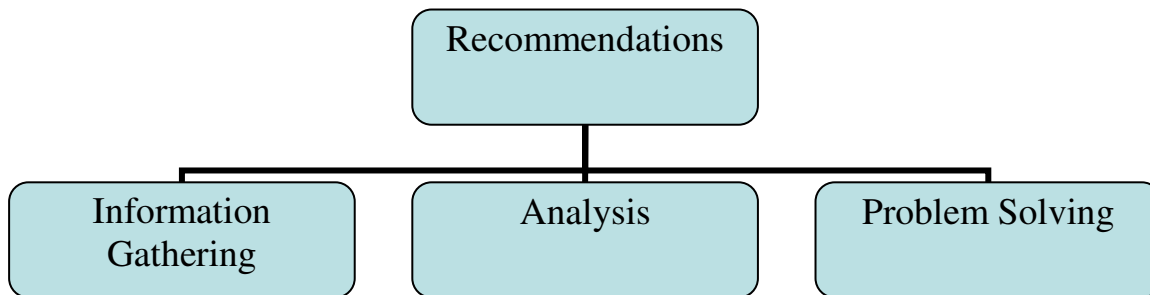
The city charter is quite similar when it comes to public amenities and betterment; the only provisions to be aware of are the Parks and Parks Commission (Article 57) and the Department of Public Services (Article 24) which encompasses public grounds, parks, and buildings. The language of the charter leaves the governing authority to the legislative branch which means the city council handle all of these matters. Over the years the city council has created a variety of boards/commissions/committees, etc. to help facilitate the flow through process for getting things approved.

Areas & Services In Question:

Memphis Park		
Services	FedEx Forum	Landmarks
Shelby Farms	Pyramid	Memphis Public Library
Coliseum	Sports Authority	Tourism
Cook Convention		City Beautiful
Center	Agricenter	Commission
Film & Television	Conservation Board	Art Oversight
		Office of Multicultural & Religious
Music	Historical Preservation	Affairs

Process

This task force has spent a great amount of time gathering information, analyzing the data, problem solving, and providing recommendations with respect to public amenities and betterment for the new metropolitan government.



Information was gathered from the tools available to the task force and they included the City of Memphis documents, Shelby County documents, government personnel, information resources from the public library, and various other research materials including data on other consolidated governments. This information was digested to first get a better understanding of Memphis & Shelby County Government, then to better understand the efficiencies or lack of efficiencies, and finally to see what synergies could be developed between the aforementioned areas and services from the restructuring of governing bodies or flow-through process for government approval on these areas and services. Simply stated: should specific boards/commissions/authorities/etc. be consolidated for better efficiency now that there will be a new Metropolitan Council/Commission (TBD) that is reported to?

The following pages breakdown each area or service of Public Amenities and Betterment with supporting information and the recommendation of how it should be structured. At the end of this proposal there is a summary recommendation looking at the entire public amenities and betterment area.

Public Amenities & Betterment Preliminary Recommendation

I. There is created an executive department to be known as the Parks & Community Enhancement Department. The Department shall be responsible for the delivery of parks and recreational services to the City through the divisional responsibilities including but not limited to the administration and operation of community-wide parks & recreation programs and shall concentrate on the enhancement of existing services and the development of new services through:

- To acquire, develop, and maintain public parks, parkways, playgrounds, recreational conservational areas, etc.
- To keep the county beautiful, healthy, and safe place to live through public education, programs and services, and work to engage individuals to take greater responsibility for improving their community environments
- To preserve and protect the historic and architectural value of significant resources; and to ensure compatibility and to create an aesthetic atmosphere with local historic districts
- To collaborate with the state-run Conservation Board
- To appoint a Department Director appointed by the Mayor who will collaborate and work within the department to advance the effectiveness of this area of government

There is created a Parks & Community Enhancement Advisory Board, which shall function in an advisory capacity to the Department in order to stimulate and promote vision, leadership, and public/private cooperation required to become one of the best park systems in the nation.

Parks & Community Enhancement Advisory Board- recommended boards to be consolidated

- Memphis Park Services (City)
- Shelby Farms Board (County)
- Memphis Landmarks Commission (City)
- Memphis City Beautiful Commission (City)

The Advisory board will have no more than 30 members elected to 4 year terms; appointed by the mayor and approved by the new metropolitan council/commission showing fair county-wide representation including but not limited to representation from the Conservation Board on the advisory board.

II. There is created an executive department to be known as the Civilian Enhancement Department. The Department shall be responsible for fostering a better environment for the enrichment of the public through educational resources. These services shall be provided to the city/county through the divisional responsibilities including but not limited to the administration and operation of community-wide enrichment programs and shall concentrate on the enhancement of existing services and the development of new services through:

- To provide public access to educational resources such as books, magazines, videos, CDs, computer stations for use by the public, wireless Internet access, study and meeting locations, etc.
- To collect, and preserve the history of city/county through awards, publications, educational materials, tours, historical markers, and special events
- To preserve and promote the musical heritage of this region, attracting new business investment, creating jobs, and maximizing strengths and competitive advantages
- To encourage the growth and development of the film industry in the city/county, and act as representative for film, tape, movie, and television production
- To find funding sources for art enhancements in the city/county for implementation and in conjunction with city/county improvement projects
- To improve the quality of life for the city/county by taking a leadership role in encouraging ethnic and religious communities to contribute to Memphis' development as a harmonious, productive and culturally rich city, and to assist these communities in accessing the opportunities and benefits provided by the city.
- To appoint a Department Director appointed by the Mayor who will collaborate and work within the department to advance the effectiveness of this area of government

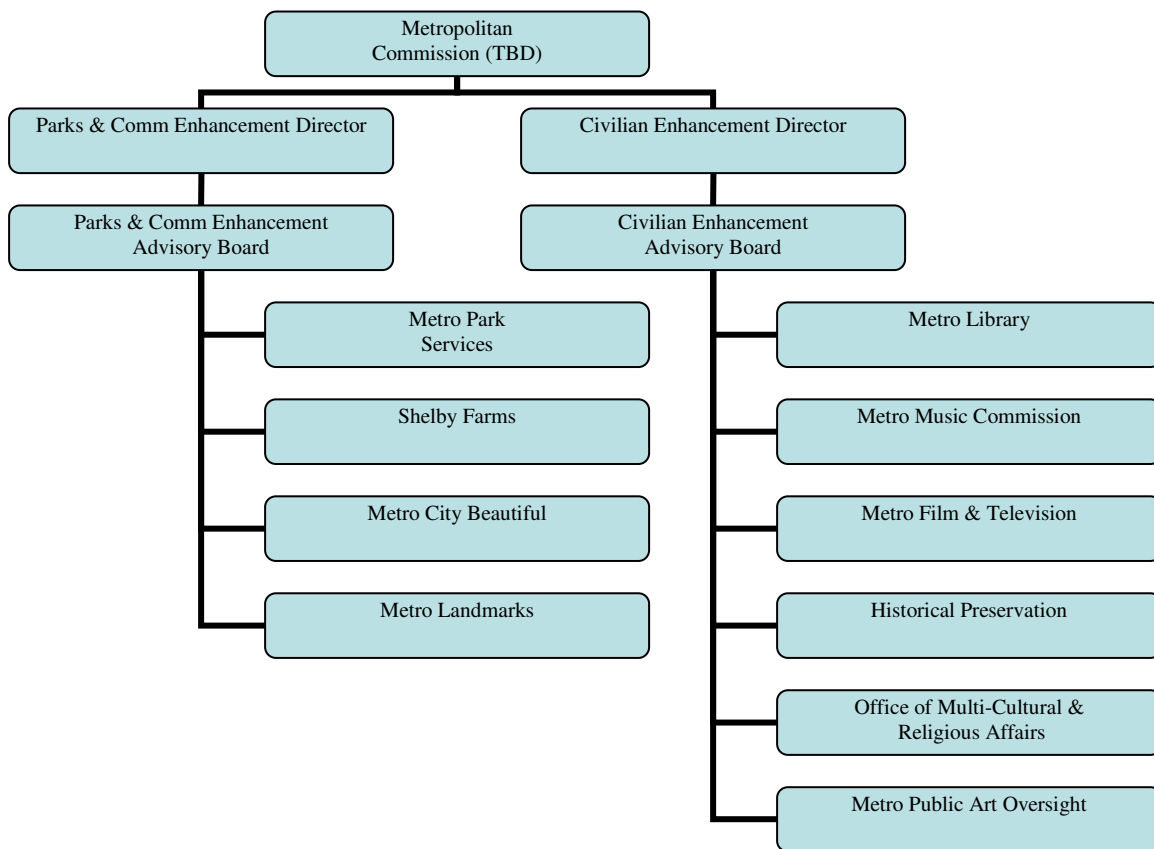
There is created a Civilian Enhancement Advisory Board, which shall function in an advisory capacity to the Department in order to stimulate and promote vision, leadership, and public/private cooperation required to become one of the best public enrichment systems in the nation.

Civilian Enhancement Advisory Board- recommended boards to be consolidated

- Memphis Public Library (City)
- Film & Television Commission (Joint)
- Music Commission (Joint)
- Historical Preservation Commission (County)
- Office of Multi-Cultural & Religious Affairs
- Public Art Oversight Committee (City)

The Advisory board will have no more than 30 members elected to 3 year terms; appointed by the mayor and approved by the new metropolitan council/commission showing fair county wide-representation.

The above executive departments and advisory boards are recommended for placement in the new charter document. The services/areas provided to the public that will report to these departments and/or boards have similarities in their operations that set the stage for synergy creating more collaboration and efficiency.



III. Those services/areas provided to the public that do not report to these above executive departments and/or boards shall be left to the legislative body or new metropolitan council/commission (TBD).

Left to Legislative Branch

- Sports Authority (Joint)
- Agricenter Commission (County)
- Shelby County Conservation Board- liaise with the Parks & Community Enhancement Department
- Tourism/Convention & Visitors Bureau (Joint)
- Public Building Authority- Fedex (Joint)
- Public Building Authority- Pyramid (Joint)
- Convention Center Commission (Joint)
- Coliseum Board- Inactive (Joint)

Conclusion

The above preliminary recommendation fits into the core values and end goals of the Memphis & Shelby County Metropolitan Charter Commission.

Core Values

Inclusiveness, Efficiency, Integrity, Innovation, Service

Under the new metropolitan government of which there will be a unified council or commission, the stage will be set for government personnel to bring the right vision to effectively advance the metro-area in the decades to come. Currently there are close to 20 boards/commissions under Public Betterment & Amenities, most of which do not fall under any area of government and the ones that do have very little collaboration with related service areas under the Public Betterment & Amenities umbrella.

By forming two departments and corresponding advisory boards, our citizens will immediately see more inclusiveness with ten of the twenty current boards/commissions being consolidated into two. The stage is set for better efficiency and effectiveness with these two departments and advisory boards working towards one goal in stead of ten separate goals. The premise is that with the departments created, each area within the departments are similar in nature so that it makes sense for them to have more interaction and less redundancy so that they can proactively innovate. This will ultimately create better service to our county setting the stage for the integrity in government all citizens deserve.

End Goals- Economic Development, Safe Community, More Efficient & Ethical Government, Better Service Efficiency, Less Duplication

The end goals established by the Charter Commission can dramatically be developed by the Public Betterment & Amenities area of government if government personnel take the right vision for the county and take advantage of the provisions in the new charter. Public Betterment & Amenities deal with the enhancement of the county and the enrichment of its people. It deals with what you see from museums, parks, and landmarks to how you learn from, educational resources, music, and film. Public Betterment & Amenities attracts tourists, new citizens, and new industries, stimulates citizens to spend their dollars within the county, helps small businesses, and fosters a culture of diversity and collaboration among our citizens.

Economic development stems not only from money and business but also from livable communities, collaboration in government, inclusive societies, and innovation, all of which Public Betterment & Amenities dramatically contribute to. One of the best contributors to safer communities is increased civilian activity. Studies show that walking communities have lower crime rates than non-walking communities. Whether someone's problem is government ethics or efficiency both will be stimulated from the consolidation of many aspects of Public Betterment & Amenities. The newly created departments and directors will serve as a checks and balances system. Better service efficiency will take place because there will be a director whose sole purpose is to stimulate certain areas of Public Betterment & Amenities as well as the service areas themselves will be more informed of what one another is planning and working on. Less duplication will not be as major of a factor for Public Betterment & Amenities because this area of government currently has mostly stand-alone service areas that do not exist in both the city and county unless already joint boards/commissions. Over a third of the service areas are already joint commissions/boards.

General or Urban Services

Public Amenities & Betterment		General Or Urban Services
Area	City/County	Recommended
Memphis Park Services	City	General
Shelby Farms	County	General
Coliseum (Inactive)	Joint	General
Cook Convention Center	Joint	General
Film & Television	Joint	General
Music	Joint	General
Fedex Forum	Joint	General
Pyramid	Joint	General
Sports Authority	Joint	General
Agricenter	County	General
Conservation Board	County	General
Historical Preservation	County	General
City Beautiful	City	Urban
Landmarks	City	Urban
Memphis Public Library	City	Urban
Art Oversight	City	General
Office of Multicultural Cultural & Religious Affairs	City	General

Memphis Public Library

Description

The Central Library opened its doors to the public on November 10, 2001. This 330,000 foot facility is located within the Midtown Corridor East (Binghampton/Chickasaw Gardens) Area and boundaries at 3030 Poplar Avenue. A collection of 800,000 books, magazines, videos, CDs, and other materials, 204 computer stations for use by the public, wireless Internet access, study rooms, and 3 meeting rooms with a maximum capacity of 350, are beautifully housed in the five-story building. Programming for all ages includes Toddler and Preschool Story times and special programs for children, teens, and adults, as well as Computer Training classes for the public.

Community

Population of Memphis & Shelby Co. 897,000

Service area (Shelby County) 772 square miles

2002-03 Budget \$20,329,607

Number of library branches 22

Government Data

Legislative Authority- City of Memphis

Division of Government- Public Services & Neighborhoods

Governing Body- Memphis Public Library Information Center

Service Provider- Memphis Public Libraries

Source of Funding- City Contracts, fundraising, in-house revenue generation

Coverage-Shelby County

Observations- from a government flow-through process the Memphis Public Library is satisfactory at best. It is classified under Public Services & Neighborhoods with or departments such as Animal Services, Weights & Measures Bureau, Civilian Law Enforcement Review Board, and the Motor Vehicle Inspection Bureau. There is not any synergy between libraries and these other departments. The only department that shows correlation to libraries is the Office of Multi-Cultural and Religious Affairs. In an ideal world the division of government for libraries would be made up of other community enrichment departments. This would allow for the Division Director to constantly be looking for synergies and how the departments can work off of one another, creating better efficiencies. It is quite the contrary currently and although there may be improvements in efficiency as compared to the year before, imagines the possibilities if it were structured as described earlier in this paragraph. As it is now, the Division of Services & Neighborhoods has other agendas that most of the time has zero correlation with libraries causing the lack of true advocates who will empower the library system. This is the fault of no one, but just how it has developed over time.

Recommendation- the Memphis Public Library will be assigned to the Civilian Enhancement Advisory Board for collaboration on its affairs, plans, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Civilian Enhancement Advisory Board will include Film & Television, Music, and Historical Preservation.

Memphis & Shelby County Music Commission

Description

The Memphis & Shelby County Music Commission is a board of twenty-two (22) Commissioners who are appointed by both the City of Memphis Mayor and the Mayor of Shelby County. The Music Commission preserves, fosters, and promotes Memphis music locally, nationally and throughout the world. The Memphis & Shelby County Music Commission strengthens and advances Memphis Music through education, networking, advocacy, and professional and industry development; as well as serves as an informational resource for live music performances, venues, booking agents, promoters, managers, recording studios, record labels, record producers, musical instrument retail stores, and businesses that offer services to musicians and music industry professionals.

Government Data

Legislative Authority- City of Memphis & Shelby County

Division of Government- Public Services & Neighborhoods

Governing Body- Memphis & Shelby County Music Commission

Service Provider- Memphis & Shelby County Music Commission

Source of Funding- City funding, county funding, sponsors, Memphis Music Matters (501c3) fundraising

Coverage-Shelby County

Observations- from a government flow-through process the Memphis Music Commission is satisfactory at best. It is classified under Public Services & Neighborhoods with or departments such as Animal Services, Weights & Measures Bureau, Civilian Law Enforcement Review Board, Office of Multi-Cultural and Religious Affairs, and the Motor Vehicle Inspection Bureau. There is not any synergy between music and these other departments. In an ideal world the division of government for the Music Commission would be made up of other community enrichment departments. This would allow for the Division Director to constantly be looking for synergies and how the departments can work off of one another, creating better efficiencies. It is quite the contrary currently and although there may be improvements in efficiency as compared to the year before, imagines the possibilities if it were structured as described earlier in this paragraph. As it is now, the Division of Services & Neighborhoods has other agendas that most of the time has zero correlation with the Music Commission causing the lack of true advocates who will empower the commission system. This is the fault of no one, but just how it has developed over time.

Recommendation- the Memphis Music Commission will be assigned to the Civilian Enhancement Advisory Board for collaboration on its affairs, plans, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Civilian Enhancement Advisory Board will include Film & Television, Memphis Public Libraries, Office of Multi-Cultural & Religious Affairs, Public Art Oversight, and Historical Preservation.

Memphis & Shelby County Film & Television Commission

Description

The Memphis & Shelby County Film & Television Commission is a board of twenty-two (22) Commissioners who are appointed by both the City of Memphis Mayor and the Mayor of Shelby County. The Film & Television Commission encourages the growth and development of the film industry and acts as a representative for film, tape, movie, and television production in the area.

Government Data

Legislative Authority- City of Memphis & Shelby County

Division of Government- N/A- reports to both mayors

Governing Body- Memphis & Shelby County Film & TV Commission

Service Provider- Memphis & Shelby County Film & TV Commission

Source of Funding- City funding, county funding

Coverage-Memphis & Shelby County

Observations- from a government flow-through process the Memphis Film & Television is satisfactory at best. It is classified under Public Services & Neighborhoods with or departments such as Animal Services, Weights & Measures Bureau, Civilian Law Enforcement Review Board, Office of Multi-Cultural and Religious Affairs, and the Motor Vehicle Inspection Bureau. There is not any synergy between film & television and these other departments. In an ideal world the division of government for the Film & Television Commission would be made up of other community enrichment departments. This would allow for the Division Director to constantly be looking for synergies and how the departments can work off of one another, creating better efficiencies. It is quite the contrary currently and although there may be improvements in efficiency as compared to the year before, imagines the possibilities if it were structured as described earlier in this paragraph. As it is now, the Division of Services & Neighborhoods has other agendas that most of the times have zero correlation with the Film & Television Commission causing the lack of true advocates who will empower the commission. This is the fault of no one, but just how it has developed over time.

Recommendation- the Memphis & Shelby County Film & Television Commission will be assigned to the Civilian Enhancement Advisory Board for collaboration on its affairs, plans, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Civilian Enhancement Advisory Board will include Music, Memphis Public Library, Office of Multi-Cultural and Religious Affairs, Public Art Oversight, and Historical Preservation.

Shelby County Historical Commission

Description

To collect and preserve the history of Shelby County through awards, publications, educational materials, tours, historical markers and special projects.

Government Data

Legislative Authority- Shelby County

Division of Government- None

Governing Body- Shelby County Historical Commission

Service Provider- Shelby County Historical Commission (board of volunteers)

Source of Funding- Private Sponsors

Coverage-Shelby County

Observations- from a government flow-through process the Shelby County Historical Commission is non-existent. It is made up of 32 volunteers that govern their operations. The Historical Commission does not report to the County Commissioners but does try and keep them abreast of what is taking place. The reason for this is that the Historical Commission's primary source of funding is private sponsors. This commission is interested in potentially having more government involvement from a funding standpoint.

Recommendation- the Shelby County Historical Commission will be assigned to the Civilian Enhancement Advisory Board for collaboration on its affairs, plans, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. This will set the stage for better a better relationship between government and historical preservation. Others on the Civilian Enhancement Advisory Board will include Film & Television, Music, Memphis Public Libraries, Office of Multi-Cultural & Religious Affairs, and Public Art Oversight.

Memphis & Public Art Oversight Committee

Description

The purpose of the Public Art Program is to provide a dedicated funding source for art enhancements to be implemented in selected city capital improvement projects constructed by the city or with city funds; and to provide through the Urban Art Commission Public Art Oversight Committee.

Government Data

Legislative Authority- City of Memphis

Division of Government- N/A

Governing Body- Public Art Oversight Committee

Service Provider- Urban Art Commission

Source of Funding- City of Memphis, private sponsors

Coverage-City of Memphis

Observations- from a government flow-through process the Memphis Public Art Oversight Committee is satisfactory at best. The Urban Art Commission facilitates the service provision and its dealings with government for its affairs, funding, etc. There is a lack of collaboration from a government standpoint with other related educational/enrichments service provisions; for example, libraries and music.

Recommendation- the Memphis Public Art Oversight Committee will be assigned to the Civilian Enhancement Advisory Board for collaboration on its affairs, plans, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. This will set the stage for better a better relationship between government and public art. Others on the Civilian Enhancement Advisory Board will include Film & Television, Music, Memphis Public Libraries, Office of Multi-Cultural & Religious Affairs, and Historical Preservation.

Agricenter

Description

Agricenter International is a public facility for the fostering of the community through its events facilities, farmer's market, agricultural research, etc. It is a 501c3 non-profit that is county-owned but managed on its own. The Shelby County Agricenter Commission was initially setup to supervise the construction and operations of the Agricenter; now the 501c3 manages and operates the facility and it has its own board of 30 members.

Government Data

Legislative Authority- Shelby County

Division of Government- None

Governing Body- Agricenter Board of Directors & Shelby County Agricenter Comm.

Service Provider- Agricenter International (501c3)

Source of Funding- Leasing facilities, tenants, in house revenue generation, and special needs funding from county government

Coverage-Shelby County

Observations- from a government flow-through process the Shelby County Agricenter Commission is limited. It is only informed of what Agricenter International is working on and utilized only for special needs funding from county government (ex: currently the county is funding the new roof that will be put on). The Agricenter is quite efficient being run as a 501c3 non-profit with its own Board of Directors.

Recommendation- governing over the Agricenter International should be left to the legislative branch of government with the Memphis Metro Agricenter Commission being the conduit for the special needs funding that the Agricenter needs from time to time.

Memphis City Beautiful Commission

Description

The goal of the Memphis City Beautiful Commission is to keep Memphis a beautiful, healthy and safe place to live. The Memphis City Beautiful Commission, through public education, programs and services, works to engage individuals to take a greater responsibility for improving their community environments.

Government Data

Legislative Authority- City of Memphis

Division of Government- Community Enhancement

Governing Body- Memphis City Beautiful Commission

Service Provider- Memphis City Beautiful Commission

Source of Funding- City funding, private sponsors

Coverage-Shelby County

Observations- from a government flow-through process the Memphis Public Library is satisfactory at best. It is classified under Community Enhancement with or departments such as Grounds Maintenance and Code Enforcement. There is good synergy between these three areas. In an ideal world this division of government for community enhancement would work side by side with Park Services and Conservation. This would allow for the Division Director to constantly be looking for synergies and how the departments can work off of one another, creating better efficiencies. Collaboration with other related areas of government will allow for better efficiencies from top to bottom.

Recommendation- the Memphis City Beautiful Commission will be assigned to the Parks & Community Enhancement Advisory Board for collaboration on its affairs, plans, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Parks & Community Enhancement Advisory Board will include Memphis Park Services, Landmarks, Shelby Farms, and to liaise with the Shelby County Conservation Board.

Shelby Farms

Description

The Shelby Farms Park Conservancy is a 501(c)(3) nonprofit organization charged with stewarding a master planning process for Shelby Farms and for day-to-day operations of Shelby Farms Park – excluding Agricenter International and “Area 10” which is set aside for use by county government. The Conservancy manages Shelby Farms Park as part of a public-private partnership with Shelby County Government. The vision of the Shelby Farms Park Conservancy is to give rise to a celebrated 21st century park that defines and shapes a great city. Phase one of our inspirational master plan includes a new playground at Plough Park, a footbridge over the Wolf River in the southern part of the park, enlarging Patriot Lake to more than twice its current size and improving pedestrian circulation in the Park with a Park circle trail.

Government Data

Legislative Authority- Shelby County

Division of Government- None

Governing Body- Shelby County Shelby Farms Board

Service Provider- Shelby Farms Park Conservancy

Source of Funding- County funding, Leasing facilities, fundraising

Coverage-Shelby County

Observations- from a government flow-through process the Shelby Farms is limited. The Conservancy is quite efficient for the management of Shelby Farms; however there could be quite a bit more synergy and efficiency gained by collaborating from a government standpoint with Memphis Park Services.

Recommendation- Shelby Farms will be assigned to the Parks & Community Enhancement Advisory Board for collaboration on its affairs, plans, etc. and approval for the funding that Shelby Farms will need from government, in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Parks & Community Enhancement Advisory Board will include Memphis Park Services, Memphis City Beautiful, Landmarks, and to liaise with the Shelby County Conservation Board.

Landmarks

Description

The general intent of the Commission includes the following specific purposes: a) To promote the educational and cultural welfare of the people of Memphis; b) To preserve and protect the historic and architectural value of significant resources; c) To ensure compatibility and to create an aesthetic atmosphere with local historic districts; d) To foster civic beauty and community pride; e) To stabilize and improve property values and to strengthen the local economy; f) To enhance the city's attractions to tourists and visitors and the support and stimulus to business and industry thereby provided.

Government Data

Legislative Authority- City of Memphis

Division of Government- Planning & Development

Governing Body- Memphis Landmarks Commission

Service Provider- Landmarks Department of Planning & Development

Source of Funding- County funding, Leasing facilities, fundraising

Coverage-Memphis

Observations- From a government flow-through process Landmarks is satisfactory at best. It is in the planning and development division of government with the likes of the Land Use Control Section and the Comprehensive Planning Section. Although there are synergies between all three sections from a development standpoint, there could be more synergy for Landmarks with Memphis Parks, County Parks, etc.

Recommendation- Landmarks will be assigned to the Parks & Community Enhancement Advisory Board for collaboration on its affairs, plans, etc. and approval for the funding that Landmarks will need from government, in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. It will collaborate with Memphis & Shelby County Planning & Development for their direction in policy and regulation. Others on the Parks & Community Enhancement Advisory Board will include Memphis Park Services, Shelby Farms, Memphis City Beautiful, and to liaise with the Shelby County Conservation Board.

City of Memphis Park Services

Description

To acquire, develop and maintain public parks, parkways, playgrounds, and recreational conservation areas.

Government Data

Legislative Authority- City of Memphis

Division of Government- Public Service & Neighborhoods

Governing Body- Memphis City Council

Service Provider- Memphis Park Commission

Source of Funding- City Funding

Coverage- City of Memphis

Observations- from a government flow-through process Memphis Parks Services is efficient. It is classified under the Public Service Division with other public grounds and buildings. There is a lack of synergy from a government standpoint between other related fields such as the Conservation Board, Shelby Farms, Memphis City Beautiful, etc.; there should be more synergy amongst them. This would allow for constant collaboration to innovate better effectiveness.

Recommendation- the Memphis Park Services will be assigned to the Parks & Community Enhancement Advisory Board for collaboration on its affairs, plans, government funding, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Parks & Community Enhancement Advisory Board will include Shelby Farms, Landmarks, Memphis City Beautiful Commission, and to liaise with the Shelby County Conservation Board.

Shelby County Park Services

Description

To acquire, develop and maintain public parks, parkways, playgrounds, and recreational conservation areas.

Government Data

Legislative Authority- State of Tennessee

Division of Government- Public Works

Governing Body- Shelby County Conservation Board

Service Provider- Shelby County Conservation Board

Source of Funding- County Funding

Coverage-Shelby County

Observations- from a government flow-through process the Shelby County Conservation Board is satisfactory at best. It is classified under the Public Works Division with departments such as the Shelby County Fire Department, County 911 Board, and Roads and Bridges. There is a lack of synergy between these areas and the Conservation Board among others. In an ideal world this division of government for park services would work side by side with Memphis Park Services, Shelby Farms & the City Beautiful Commission. This would allow for the Division Director to constantly be looking for synergies and how the departments can work off of one another, creating better efficiencies. Collaboration with other related areas of government (county and city) will allow for better efficiencies from top to bottom.

Recommendation- the Shelby County Conservation Board is set up through state law and must remain as is. It will liaise with the Parks & Community Enhancement Advisory Board which includes Memphis Park Services, Shelby Farms, Landmarks, and the Memphis City Beautiful Commission.

Memphis & Shelby County Bldg Authority- Fedex Forum Aka New Memphis Arena Public Building Authority

Description

FedEx Forum is the largest public building construction project in Memphis history. This 250 million dollar project was delivered on time and on budget to the City of Memphis by the New Memphis Arena Public Building Authority. Managed and operated by the Memphis Grizzlies, the facility is home to both the Memphis Grizzlies of the NBA and the University of Memphis Tigers basketball team.

Memphis and Shelby County New Memphis Arena Public Building Authority (FedEx Forum)	
SELECTION PROCESS:	Members are jointly appointed by the County and City Mayors and approved by the County Commission and City Council.
MEMBERSHIP:	No more than 15 members (13 currently) of which are duly qualified electors of Memphis and Shelby County.
FUNCTION & AUTHORITY:	To build the FedEx Forum arena.
TERMS OF MEMBERS:	6 years.
CONTACT:	County Mayor's Office 545-4500

Government Data

Legislative Authority- City of Memphis & Shelby County

Division of Government- None

Governing Body- Memphis & Shelby County Public Building Authority

Service Provider- Memphis Grizzlies

Source of Funding- City & County Funding, private funding.

Coverage-City of Memphis & Shelby County

Observations- This authority was created for the sole purpose of building the Fedex Forum; now since this has been accomplished the board has no functionality.

Recommendation- governing over the Memphis & Shelby County Public Building Authority- Fedex Forum should be left to the legislative branch of government with the Memphis Metro Public Building Authority being the conduit for any future needs.

Memphis & Shelby County Bldg Authority- Pyramid

Description

The Pyramid Arena is a 20,142-seat arena located in downtown Memphis at the banks of the Mississippi River. The facility was built in 1991 and was originally owned and operated jointly by the city of Memphis and Shelby County.

Memphis and Shelby County Public Building Authority (Pyramid)	
SELECTION PROCESS:	Members appointed jointly by County and City Mayors and confirmed by the County Commission and the City Council.
MEMBERSHIP:	City/County -- 9
FUNCTION & AUTHORITY:	To construct and oversee the Pyramid.
TERMS OF MEMBERS:	6 years.
CONTACT:	County Mayor's Office 545-4500

Government Data

Legislative Authority- City of Memphis & Shelby County

Division of Government- None

Governing Body- Memphis & Shelby County Public Building Authority

Service Provider- City of Memphis & Shelby County

Source of Funding- City & County Funding

Coverage-City of Memphis & Shelby County

Observations- This authority was created for the sole purpose of building and overseeing the Fedex Forum; now since this has been accomplished the board has no functionality.

Recommendation- governing over the Memphis & Shelby County Public Building Authority- Pyramid should be left to the legislative branch of government with the Memphis Metro Public Building Authority being the conduit for any future needs.

Coliseum

Description

The Mid-South Coliseum, also known as "The Entertainment Capital of the Mid-South", was a multipurpose arena that seated 10,085 people in Memphis, Tennessee. It was built in 1963.

Memphis and Shelby County Coliseum Board	
SELECTION PROCESS:	2 members appointed by County Mayor and confirmed by County Commission. 2 members appointed by City Mayor and confirmed by City Council. 1 member jointly appointed by both mayors and confirmed by City Council and County Commission. The City Mayor appoints the chairman in odd years. The County Mayor appoints the chairman in even years.
MEMBERSHIP:	City -- 2 County -- 2 Joint -- 1 Total -- 5
FUNCTION & AUTHORITY:	To set policy for management and operation for the Mid-South Coliseum.
TERMS OF MEMBERS:	2 years.
CONTACT:	This board is currently inactive.

Government Data

Legislative Authority- City of Memphis & Shelby County

Division of Government- None

Governing Body- Memphis & Shelby County Coliseum Board

Service Provider- Inactive

Source of Funding- City & County Funding

Coverage-City of Memphis & Shelby County

Observations- This authority was created for the sole purpose of building and overseeing the Fedex Forum; now since this has been accomplished the board has no functionality.

Recommendation- governing over the Memphis & Shelby Coliseum Board- Pyramid should be left to the legislative branch of government with the Memphis Metro Public Building Authority being the conduit for any future needs.

Cook Convention Center

Description

The convention center, only 20 minutes from the Memphis International Airport, boasts the stately 28,000 s.f. Cannon Center Ballroom, a column free Main Exhibit Hall of more than 120,000 s.f. 31 meeting rooms and the impressive 2,100 seat Cannon Center for the Performing Arts. Add to all that a 35,000 s.f. special exhibit hall and parking for 750 cars.

The Memphis Cook Convention Center is an SMG-Managed Facility. SMG is the world's leading company in the private development and management of public assembly facilities, including stadiums, arenas, theaters and exhibition/convention centers. We operate these facilities under long-term contracts or leases and assume full responsibility for financial and operating management.

Memphis and Shelby County Convention Center Commission

MEMBERSHIP:

City -- 4
County -- 3
Total -- 5

FUNCTION & AUTHORITY:

To operate and maintain the Convention Center.

TERMS OF MEMBERS:

2 years.

CONTACT:

Pierre Landaiche
General Manager
576-1203

Government Data

Legislative Authority- City of Memphis & Shelby County

Division of Government- None

Governing Body- Memphis & Shelby County Coliseum Board

Service Provider- SMG Management Group

Source of Funding- Hotel/Motel Tax, city and county funding

Coverage-City of Memphis & Shelby County

Observations- from a government flow-through process the Cook Convention Center is very efficient. Their primary funding source through the hotel/motel tax is strong and SMG Management takes the burden off of government from the day to day operations of a convention center.

Recommendation- governing over the Memphis & Shelby Cook Convention Center should be left to the legislative branch of government with the Memphis Metro Public Building Authority being the conduit for any future needs.

Sports Authority

Description

Memphis and Shelby County Sports Authority	
SELECTION PROCESS:	5 members appointed by the County Mayor and confirmed by the County Commission. 5 members appointed by the City Mayor and confirmed by the City Council. 1 member (to serve as chair) jointly appointed by County and City Mayors and confirmed by the County Commission and the City Councilmember (to serve as chair) jointly appointed by County and City Mayors and confirmed by the County Commission and the City Council.
MEMBERSHIP:	County -- 5 City -- 5 Joint -- 1 Total -- 11
FUNCTION & AUTHORITY:	Develop a master plan for sports for Memphis and Shelby County and to serve as the vehicle to accept the state sales tax rebate for professional sports.
TERMS OF MEMBERS:	6 years
CONTACT:	County Mayor's Office 545-4500

Government Data

Legislative Authority- Shelby County

Division of Government- None

Governing Body- Memphis & Shelby Sports Authority

Service Provider-

Source of Funding-

Coverage-City of Memphis & Shelby County

Observations- The Memphis & Shelby County Sports Authority will be in existence as long as the bonds on the FedEx Forum are immature.

Recommendation- governing over the Memphis & Shelby County Sports Authority should be left to the legislative branch of government.

Office of Multi-Cultural and Religious Affairs

Description

The Office of Multi-Cultural and Religious Affairs (OMRA) will improve the quality of life for all Memphians by taking a leadership role in encouraging ethnic and religious communities to contribute to Memphis' development as a harmonious, productive and culturally rich city, and to assist these communities in accessing the opportunities and benefits provided by the City of Memphis.

Government Data

Legislative Authority- City of Memphis

Division of Government- Public Services & Neighborhoods

Governing Body- Multi-Cultural & Religious Affairs

Service Provider- Public Services & Neighborhoods

Source of Funding- City Contracts

Coverage-City of Memphis

Observations- from a government flow-through process the Office of Multi-Cultural and Religious Affairs (OMCRA) is satisfactory at best. It is classified under Public Services & Neighborhoods with or departments such as Animal Services, Weights & Measures Bureau, Civilian Law Enforcement Review Board, and the Motor Vehicle Inspection Bureau. There is not any synergy between the OMCRA and these other departments. The only department that shows a direct correlation is the Memphis Public Libraries. In an ideal world the division of government for OMCRA would be made up of other community enrichment departments. This would allow for the Division Director to constantly be looking for synergies and how the departments can work off of one another, creating better efficiencies. It is quite the contrary currently and although there may be improvements in efficiency as compared to the year before, imagines the possibilities if it were structured as described earlier in this paragraph. As it is now, the Division of Services & Neighborhoods has other agendas that most of the times have zero correlation with libraries causing the lack of true advocates who will empower the OMCRA system. This is the fault of no one, but just how it has developed over time.

Recommendation- the OMCRA will be assigned to the Civilian Enhancement Advisory Board for collaboration on its affairs, plans, funding, etc. in the hopes that the new Metro Government will re-organize government divisions in sync with how this commission is laid out. Others on the Civilian Enhancement Advisory Board will include Film & Television, Music, Memphis Public Library, Public Art Oversight, and Historical Preservation.

